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**FACULTY OF COMMERCE
BUSINESS SCHOOL OF MANAGEMENT**

**A Critical Assessment of the Impact of Digital Transformation on
Enhanced Corporate Performance: A case of TelOne Pvt Ltd**

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DEDICATION

I would like to thank the Almighty God for bringing me this far. This dissertation is dedicated to my wife Juliet and daughter Hayley for keeping up with me during the turbulent and trying times. Also a special dedication to the digital movement.

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My sincere gratitude and appreciation goes to my loving wife Juliet Redzo, my beautiful baby girl Hayley Unathi Redzo and my mother Chenesai Redzo for their unwavering support and whose love and guidance are with me in whatever I pursue, you motivate me and provide unending inspiration. Thank you for the sacrifice you made for the entire duration of this journey.

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ABSTRACT

The research examined the impact of digital transformation on enhanced corporate performance at TelOne Pvt. TeOne Pvt Ltd has been experiencing unprecedented stiff competition and a shrinking market base for the past decade. First Quarter of 2020 one of its major competitors Liquid Telecommunication earned 57.1% market share over TelOne which has 32.3% market share (<http://www.potraz.gov.zw/2021>). On Third Quarter 2020 Liquid Telecommunication continues increasing its market share of equipped bandwidth capacity from 60.3% to 80.4% and a decline in TelOne from 33.9% to 17%. The research objectives of the study were; to identify drivers of digital transformation at TelOne Pvt Ltd, to examine the influence of digital transformation on customer satisfaction at TelOne Pvt Ltd, to establish the impact of digital transformation on market share at TelOne Pvt Ltd and to determine methods of addressing challenges associated with adopt and implementation of digital transformation at TelOne Pvt Ltd. The study used explanatory research design. Data collection was done through use of structured questionnaires; a sample size of 70 respondents was used obtained simple random sampling. Data was analysed using descriptive and inferential statistics. The study findings revealed that competition, cloud computing, customer expectations and need for cost control and importance of data insights for decision making were to a very great extent some of the drivers of digital transformation at TelOne Pvt Ltd. The study findings indicated that there was a positive and statistically significant relationship between digital transformation and market share ($p=0.00<0.05$). The study results indicated that to a very great extent adequate financing, acquiring the appropriate digital technology and improving skills were some of the methods of addressing challenges associated with adopt and implementation of digital transformation at TelOne Pvt Ltd. The study further identified to a great extent changing the people and culture, developing the future-fit, reducing firm-level barriers, re-evaluating “process” for the digital business and ensuring firm dynamics within the economic as solutions to challenges associated with adopt and implementation of digital transformation. The study recommended that TelOne management should build a corporate culture which encourages innovations, allows strong embracement of digital transformation. TelOne managers must realize that digital technologies have disruptive business competition potential, and this can drive organizations to adopt digital transformation. Since one of the main barriers to this is a lack of digital capabilities, this study suggests that the managers at TelOne must increase their digital knowledge and skill. Having technological knowledge and skills will increase manager’s awareness of market competition changes and increase their ability to develop clear digital transformation objectives.

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ABBREVIATIONS AND ACRONYMS

Abbreviation	Meaning
AI	Artificial Intelligence
B2B	Business to Business
B2C	Business to Customer
CEO	Chief Executive Officer
COVID-19	Coronavirus Disease
CSPs	Communication Services Providers
CX	Customer Experience
DT	Digital Transformation
ERP	Enterprise Resource Planning
ICT	Information Communication Technology
IT	Information Technology
IOT	Internet of Things
IP	Internet Protocol
ISDN	Integrated Services Digital Network
NFV	Network Function Virtualization
OSS	Operations Support System
OTT	Over The Top
POTRAZ	Postal and Telecommunications Regulatory Authority of Zimbabwe
RBV	Resource Base View
ROA	Return on Assets
ROI	Return on Investment
ROS	Return on Sale
SDN	Software Defined Network
SIP	Session Initiation Protocol
SOE	State Owned Enterprise
UCaaS	Unified Communication as a Service

CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

This chapter introduces the research impact of digital transformation on corporate performance at TelOne Pvt Ltd. It is organised into sub-headings such as background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitations of the study, delimitation of the study, research assumptions, and the summary.

1.2 Background of the study

Globally, digital transformation (DT) has become a new approach for many firms to gain competitive advantages in a context of intense and dynamic market competition (Schallmo and Williams, 2018). The telecommunications industry is at the forefront of this transformation, both as an industry witnessing large-scale change in its market environment and as a key driver of worldwide digitization (Cenamor, Parida and Wincent, 2019). As noted by Mbama and Ezepue, (2018), many organizations have applied digital transformation, with a positive impact on organization business performance and productivity leading to an increase in their superiority. According to Nambisan (2017), the impact of digital transformation on business is undeniably changing how we carry out our daily routines. In this hyper-competitive era, firms are increasingly transforming their business operations through advanced digital technologies (Vial, 2019).

According to Warner and Wäger (2019), digital transformation term is mostly used to express the business culture, ecosystem, and technology usage with the employees of companies. It is the in-depth transformation of business and organizational activities, processes, competencies, and models to fully evaluate the changes and opportunities of a mix of digital technologies and their accelerating effects on society in a strategic and priority way, taking into account current and future changes (Schallmo and Rusnjak, 2017). On the other hand, corporate performance is a measure of how well a firm is able to meet its goals and objectives compared with its primary competitors (Schallmo and Williams, 2018). In general, superior firm performance is typically characterized with profitability, growth, customer satisfaction and market value (Cheng and González-Vallejo, 2017). One of the areas that digitalization has the most effect is operational

efficiency or performance of a firm (Vial, 2019). Operational efficiency means increasing revenues by reducing costs, increasing production, improving services, increasing customer satisfaction, and better management of equipment (Braga, 2018).

The telecommunications industry has provided access and interconnectivity, which are the foundations of digitalization, but the development of digitalization has led telecom operators to develop new business models. According to Holotiuk and Beimborn (2017) with the digitalization trend, the global revenues of operators in the industry increased from 47% in 2010 to 58% in 2015 (Vial, 2019). Nadeem et al (2018) averred that with digitalization, companies are able to make faster reporting with integrated systems and dynamic usage of infrastructure, and support activities that directly affect customer satisfaction can be achieved with higher success rates (Holotiuk and Beimborn, 2017). Developed with Industry 4.0, technologies such as IoT, big data, artificial intelligence, cloud computing technologies offer new revenue opportunities for telecommunication operators and offer the potential to increase their revenues (Braga, 2018). By 2027, digitalization will create more than \$ 10 trillion in media and entertainment, electricity, logistics, automotive and e-commerce sectors (Vial, 2019).

As digital transformation increases, firms are able to achieve improved customer offering through greater customization, increased customer satisfaction and reduced cost of selling (Cenamor et al, 2019). Prior studies on the implications of digital technologies suggest that digitalization can positively influence firm performance (Braga, 2018). Firms using more digitally embedded business processes obtain higher performance benefits from their IT capabilities (Briel et al, 2018). Digital integration among suppliers and value chain partners are capable of reducing coordination cost, transaction cost (Nadeem et al, 2018) and agent cost through increased communication, transparency and monitoring (Cenamor et al, 2019). Holotiuk and Beimborn (2017) assert that the digital economy age, digitalization has now become a strategic management issue for enterprises rather than a technical issue. As Braga (2018) confirmed that, there is positive relationship between corporate IT capacity and financial indicators such as profit margins, return on assets (ROA), return on sales (ROS) and average per capita income.

TelOne Pvt Ltd is incorporated in Zimbabwe in terms of the Companies Act (Charpther24:03) and is 100% government owned. The company's main business is the provision of digital

telecommunication services. The company's main business is that of provision of telecommunication services and products under three main brands, namely Broadband, Voice and Satellite. The major competitors of TelOne are Liquid Telecommunications, Econet, Telecel and Africom, Dandemutande Investments and Powertel. Digital change in TelOne has been characterised by stiff resistance, digital inexperience, organisational complexity and budget limitations (Moyo, 219). TelOne still relied on old outdated systems that are slowly transitioning to digitalization and its billing system allowed millions in revenue leakages because the system is not connected to the platform that provides internet connectivity. It is against this background that the study sought to explore the impact of digital transformation on corporate performance at TelOne Pvt Ltd.

1.3 Statement of the problem

TelOne Pvt Ltd has been experiencing unprecedented stiff competition and a shrinking market base for the past decade (<https://telone.co.zw/reopr/2021>). According to POTRAZ report of the First Quarter 2020 one of its major competitors Liquid Telecommunication earned 57.1% market share over TelOne which has 32.3% market share (<http://www.potraz.gov.zw/2021>). Another abridged POTRAZ report Third Quarter 2020 Liquid Telecommunication continues increasing its market share of equipped bandwidth capacity from 60.3% to 80.4% and a decline in TelOne from 33.9% to 17% (<http://www.potraz.gov.zw/2021>). It is against this background that the study was motivated to expound on the impact of digital transformation on corporate performance at TelOne Pvt Ltd.

1.4 Aim of the study

Explored the impact of digital transformation on enhanced corporate performance at TelOne Pvt Ltd.

1.5 Objectives of the study

1. To identify drivers of digital transformation at TelOne Pvt Ltd
2. To examine the influence of digital transformation on customer satisfaction at TelOne Pvt Ltd

3. To establish the impact of digital transformation on market share at TelOne Pvt Ltd
4. To determine methods of addressing challenges associated with adopt and implementation of digital transformation at TelOne Pvt Ltd.

1.6 Research Questions

1. What are the drivers of drivers of digital transformation at TelOne Pvt Ltd?
2. What is the influence of digital transformation on customer satisfaction at TelOne Pvt Ltd?
3. What is the impact of digital transformation on market share at TelOne Pvt Ltd?
4. What methods of can be use in addressing challenges associated with adopt and implementation of digital transformation at TelOne Pvt Ltd?

1.7 Research Assumptions

It is assumed that:

1. Digital transformation has an effect on corporate performance at TelOne Pvt Ltd
2. The sample taken will be a true representative of the population under study
3. TelOne Pvt Ltd is not about to be liquidated

1.8 Significance of research

This study evaluated the impact of digital transformation on corporate performance and to measure the impact on digital transformation on corporate performance in the telecommunications industry in Zimbabwe in particular TelOne. The regulatory authority POTRAZ is currently spearheading the drive for digital transformation within telecommunications companies and moreover across other sectors of the economy at large. This study, which aimed to unpack the impact of digital transformation on enhanced corporate performance, will immensely benefit the regulators. Of importance the study intended to come up with a practical digital transformation framework that will be adopted by other players in the industry and across.

A review of the current body of knowledge reveals that studies have focused mainly on the private sector which explains the advanced state of digital transformation in the management practices of these institutions. Digital transformation in Zimbabwe's SOE has little attention from academics.

This study evaluated the impact of digital transformation beyond the private and public sectors. The results will prove valuable to regulatory body (POTRAZ), fellow telecommunications companies and parent ministry, SOE's across the industry, chief technical officers, finance executives, chief executive officers, start-ups, educational institutions, investors, employees and many other players across industries.

1.9 Delimitations of the study

The study focused on the impact of digital transformation on corporate performance at TelOne Pvt Ltd the targeting its employees at all its senior and middle managers for Telone drawn from 35 branches and senior managers drawn from the head office in Harare. Methodologically the study used structured questionnaires and quantitative research approach. Theoretically the study was guided by Resource-based view theory (RBV). The study was executed within a period of six months.

1.10 Limitations of the study

The study was largely focused on the impact of digital transformation on corporate performance at TelOne Pvt Ltd without giving much emphasis to other firms in the Telecommunication industry; hence data from this study cannot be generalized to other areas. It is however the researchers position that the research still serves as a starting point for further studies in other areas while at the same time consolidating and confirming some existing issues concerning the same in Zimbabwe Telecoms industry. There was limited time for carrying out the research and data collection from respondents due to Covid-19 pandemic restrictions. The respondents may misinterpret intentions of the study and became reluctant to reveal vital information for the research. To address the limitation, the researcher made assurance on the privacy of participants and confidentiality of their information by including a non-disclosure clause on the research cover letter.

1.11 Organization of the study

This study was presented in five logical chapters. Chapter One is the introduction to the research; Chapter Two (Literature Review) reviewed the literature related to impact of digital

transformation on corporate performance. The reviewed literature was used in the critical analysis of the study findings. Chapter Three (Methodology) presented the methodology on how the study was conducted. Chapter Four (Results and Discussion) presented the study findings and discussion of the study findings. Chapter Five delineated the conclusions and recommendations of the study derived directly from the research findings it also presented the suggested area of further exploration.

1.12 Chapter summary

In summary this chapter provided the introduction of the research and background of the research. The background touched on the trend of digital transformation, its advantage and how organizations can benefit from it. The statement of the problem unpacked the gap which triggered the research. After identifying the problem, the chapter went on to list the objectives of the research and specific questions to cover the main objective underpinned with the research proposition. The chapter also highlighted the justification of the study and who will benefit from the findings. The scope of the study was also covered and lastly the dissertation outline of the whole project in chronological order. The next chapter will cover the literature review of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examined the related literature in line to the research of the impact of digital transformation on corporate performance at TelOne Pvt Ltd. The section first covered the theoretical framework of the study. Furthermore, the chapter then explored the relevant literature in sync with the study objectives.

2.2 Conceptual framework

The conceptual framework is the schematic diagram which shows the variables included in the study. Mugenda and Mugenda (2009) defined a conceptual framework as a hypothesized model identifying the model under study and the relationship between the dependent and independent variables. The conceptual framework of the study was based on key concepts of the study and literature review. The conceptual framework is shown on figure 2.2 below. Digital transformation (SIP (Session Initiation Protocol), cloud computing, Omni-channels, Internet of Things (IoT) Artificial intelligence) represents the independent variable while corporate performance (market share, and customer satisfaction) is the dependent variable.

Independent variable

Dependent variable

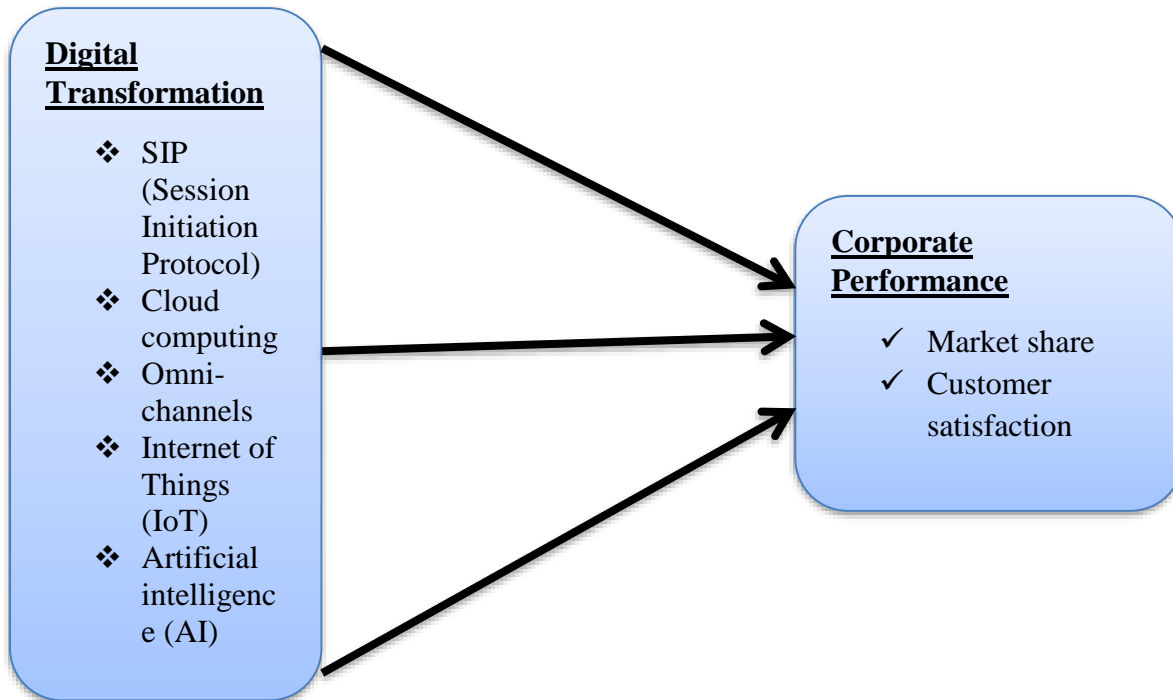


Figure 2.2 Conceptual Framework

2.3 Resource-based view theory (RBV)

The study was underpinned by the Resource-based view theory. The resource-based view has been extensively used within the information system literature to explain how firms are able to gain competitive advantage and superior performance (Schallmo and Williams, 2018). At the core of the theory is that superior firm performance is attributable to resources and skills that are firm-specific, rare, and difficult to imitate by rival firms (Schallmo and Rusnjak, 2017). As a result, firms can achieve competitive advantage by acquiring or developing organizational capabilities that are rare, non-substitutable, and not subject to imitation (Schallmo, Reinhart and Kuntz, 2018). Furthermore, the theory assumes that skills, capabilities and other resources that organizations possess differ among organizations and such resources are the primary determinants of firm performance (Petrillo, De Felice, Cioffi and Zomparelli, 2018), hence the application of the theory to the current study. Thus, firms that are able to identify the characteristics of resources or capabilities that are not subject to imitation by competitor will attain sustainable competitive advantage (Matt, Hess and Benlian, 2015).

Scholars (Holotiuk and Beimborn, 2017; Braga, 2018) have noted the importance of IT capability as a key organizational capability and consistent with the view of RBV, found that an IT capability that shares the characteristics of rarity, non-substitutability and non-replicability can foster superior firm performance (Mbama and Ezepue, 2018). Nevertheless, in investigating how IT capability leads to superior performance, evidence suggest that outcome variations in firms' performance may be explained by how IT capability leverages the value of other resources and capabilities within the organization (Cenamora, Parida and Wincent, 2019). The perspective taken in this study is that IT (digital transformation) capabilities thus are valuable resources however; these IT resources may contribute indirectly by influencing other resources or capabilities within the firm (Briel, Recker and Davidsson, 2018), hence, the appropriateness of RBV in the examination of the impact of digital transformation on corporate performance at TelOne Pvt Ltd.

2.4 Drivers of digital transformation in the telecom industry

Digital transformation in the telecom industry is on the move, and like most of the fields affected by COVID-19, it has to switch its business toward digitization (Chen, Liu, Yuan and Cui, 2019). According to Cheng and González-Vallejo (2017), Telecom has undergone a change with the shift from ISDN (Integrated Services Digital Network) to SIP (Session Initiation Protocol) trunks. As a consequence, many organizations kept their on premise telecoms platforms, but in the last five years, there has been a relevant adoption of cloud-hosted telephony solutions (Cheng and González-Vallejo, 2018). Henriette, Feki and Boughzala (2015) averred that, digital transformation in the telecom industry is a constant journey since innovative customer products and services are being delivered and created all the time. All forms of communication will be digitally transformed by the change to the all IP (Internet Protocol) standard, at the same time, all IP provides the foundation for new cloud services that facilitate but do not dehumanize businesses (Hess, Matt, Benlian and Wiesböck, 2016). The telecom industry is one of these industries that have undergone fundamental change with the shift from ISDN to SIP trunks (Li, Su, Zhang and Mao, 2017).

2.4.1 Cloud computing

Nadeem, Abedin and Cerpa and Chew (2018) argue that, the adoption of the cloud technologies is usually synonymous with any digital drive and, this adoption is being “driven by the end-user organizations, not the vendors of technologies. Cloud computing has changed the world of technology forever, gone is the hardware heavy business and firms are now living in a software world where only few can remember the pain of back-up tapes and floppy disks to transfer and store information (Nambisan, 2017). Rogers (2016) revealed that Telecoms, all cloud communication services are brought together under one umbrella: UCaaS (Unified Communications as a Service). Small and large businesses can obtain cost savings and productivity benefits from a range of cloud service solutions, thanks to technology development, business communications have never been so easy to manage (Sinha, Janardhanan, Greer and Conlon, 2016). From a forward-looking perspective, AI is already powering smart personal assistants and chatbots, aiming to create virtual team members (Velu, 2017). Customer self-service is part of any digital transformation strategy, and migrating to the cloud allows telecom players to provide omnichannel customer experience (Vial, 2019). To build customer loyalty, Communications Service Providers (CSPs) need to upgrade every touchpoint for the customer, making it easier to subscribe and change services on demand (Warner and Wäger, 2019).

Yeow Soh and Hansen (2018) pointed out that CSPs in developing nations have not embraced change and still utilize legacy business without taking in consideration to provide a truly digital experience. Most CSPs now recognize the need for a smart, native cloud-based approach to operations support system and business support system (OSS) matched with an omnichannel customer experience (CX) (Wulf, Mettler and Brenner, 2017). CSPs are now connecting customer data across channels to reduce repetition, by giving a holistic approach both, to companies and customers (Schallmo and Williams, 2018). To increase and promote customer satisfaction, CSPs are also becoming multiservice providers and moving into adjacent businesses and in addition, CSPs need to support more data capacity options and demand from IoT and 5G mobile data (Schallmo and Rusnjak, 2017). Service spread in CSPs requires more than a cloud-based capability, scalability and shorter time-to-market; its growth wouldn't be possible without smart business systems (Schallmo et al, 2018). Telecoms should be able to work with legacy

applications while transitioning into the new front and back-office cloud-native tools (Schallmo and Williams, 2018).

2.4.2 Competition

The telecom sector, as with every other sector today, is being disrupted by digital technology and competition is fierce but digital transformation is also spurring innovation (Schallmo et al, 2018). Access to vast amounts of customer data is allowing telecom providers to digitally enhance processes, as well as customer experience (Schallmo and Rusnjak, 2017). Schallmo et al, (2018) opined that to compete, Telcos must reorganize and retrain their IT, engineering, and operations organizations and cultures to develop NFV, SDN, and service orchestration software collaboratively (Schallmo and Rusnjak, 2017). NFV (Network Function Virtualization) and SDN (Software Defined Networking) are the main cloud-centric technological advances appearing in the market today (Schallmo and Williams, 2018). Nambisan (2017) revealed that, after a slower start than initially anticipated, the NFV/SDN market will expose moderate growth through ongoing NFV/SDN investments by major telcos (e.g. ATT, Verizon, Telefonica, China Mobile).

According to Petrillo et al (2018), CSPs equipment market has faced aggressive competition as network equipment is increasingly commoditized and intelligence moves to the software layer with a range of innovative new players entering the market (e.g., Big Switch Networks, Affirmed, and others). Holotiuk and Beimborn (2017) declared that, digital transformation in the telecom industry is here, and those businesses that don't embrace this change will fizzle out of existence. Digital transformation in the telecom industry it's spurred by competition, the move to the cloud and the advent of new technologies, such as AI and chatbots getting more and more advanced (Braga, 2018). The global telecoms industry landscape is changing faster than ever and erosion of legacy revenue streams driven by over-the-top (OTT) competitors continues, forcing operators to consider new ways of remaining relevant to consumer and enterprise customers (Mbama and Ezepue, 2018). While many have embarked on journeys to become digital service providers, the sector remains vulnerable to quickening shifts in terms of technology cycles, competitor actions and customer needs (Cenamor et al, 2019). Across most telecom firms, slow adapters tend to lose pace to competitors who are fast to adopt new technology and increasingly, both B2C and B2B customers are looking to do business with brands that prioritize advancement

and innovation (Briel et al, 2018). According to a study by Chen et al (2019), 85% of decision-makers believe they have around two years to make inroads into digital transformation or risk falling behind their competitors and suffering financially.

2.4.3 Customer expectations and need for cost control

Research (Cenamor et al, 2019) shows that 63% of customers will abandon a brand altogether after one bad experience. Chen et al (2019) postulate that, in the e-commerce realm, image speaks even louder than words and a staggering 90% of online shoppers won't buy from a company that has a bad reputation (Mbama and Ezepue, 2018). Thus according to Cheng and González-Vallejo (2017), investing in new technologies and a new digital business model can help a brand assure its client base that it's paying attention to their needs.

Traditionally, the term "cost control" or "cost management" refers to ways to slash company expenses (Henriette et al, 2015 p.12). Yet, in the post-digital era, it also means investing in tools and resources that can generate future savings and drive continued growth (Li et al, 2017). Following a business turnaround, investing in modern technologies, such as artificial intelligence (AI), can help a company avoid the same inefficiencies it fell into before the turnaround (Nadeem et al, 2018). Often, this means saving money on time-consuming manual efforts that drained resources without generating equivalent revenue (Nambisan, 2017).

2.4.4 Importance of data insights for decision making

According to Chen et al (2019), companies need data insights to make business decisions about their supply chain, their customer service, etc. The right business decisions can lead them further away from their tumultuous past (Nambisan, 2017). The data insight capabilities of today's technology are continually expanding and the Internet of Things (IoT), for example, provides actionable insights that companies could never obtain in the past (Sinha et al, 2016). By investing in modern technology, such as ERP systems with AI and IoT capabilities, companies can use real-time data to make accurate predictions, while relying on AI to automate the appropriate next steps (Velu, 2017). As noted by Cheng and González-Vallejo (2017), developing a digital transformation strategy not only helps companies identify the best technology for their organization, but it helps them build organizational capabilities that enable them to take advantage of these new digital tools.

2.4.5 Challenges wrought by organizational silos

Rogers (2016) posits that, one reason many companies struggle in the first place is because of organizational silos. When different departments aren't sharing data and communicating, it's nearly impossible to obtain reliable data and provide a seamless customer experience (Velu, 2017). However, digital tools, like ERP software, can ensure data reliability and process efficiency (Vial, 2019). The key is including business process reengineering in firm's digital transformation plan, so employees know how to input data, leverage data insights and interact with upstream and downstream processes (Nambisan, 2017).

2.5 Methods of addressing challenges associated with adoption and implementation of digital transformation

Increasingly tech-savvy customers demand a consistent experience from enterprises, irrespective of the channel they connect in (Vial, 2019). However, today's organizations are often hindered by a complex web of technology and systems, preventing them from providing the quality and consistency of experience their customers expect (Yeow Soh and Hansen, 2018). Conversely, business leaders are often not equipped to make technology trade-offs, and scars from previous "silver bullet" implementations lead to a degree of scepticism, or even outright cynicism, about how new platforms will impact employee experience (Wulf et al, 2017). While technology can be a great enabler for growth amidst digital transformation, it comes with implementation and adoption challenges that could hinder progress towards customer-centricity (Nambisan, 2017). The way a business navigates the complexity of legacy data, infrastructure and people constraints to deliver intuitive technology solutions to employees and customers need serious consideration (Vial, 2019). The key to embracing the digital, according to Holotiuk and Beimborn (2017), is getting the most out of the benefits that technology can bring. This means embracing new and different work methods and thus, a pro-flexible working culture needs to be led from the top to be successful (Wulf et al, 2017).

2.5.1 People and culture, developing the future-fit workforce

There is need to cultivate the ‘right’ mindset and skillset that supports digital transformation at the organization (Vial, 2019). This means defining, implementing and leveraging a culture in which automation, analytics and seamless collaboration all go hand in hand (Schallmo and Rusnjak, 2017). The driving force for cultural change is found more easily in recruiting new talent than it is by retraining existing talent (Braga, 2018). A digital culture is down to people, there need to encourage a workforce that it is a comfortable disruption (Wulf et al, 2017). Many large organizations tend to have a mental block around this, and find it difficult to transition from traditional business models based on face-to-face meetings and lots of human interactions, to a new way (Cenamor et al, 2019), but that traditional approach misses a lot of insights that can be gained through social media and the Internet of Things (Wulf et al, 2017).

Chen et al (2019) argue that, the future workforce will be digitally aligned to the enterprise reality as well as external ecosystem to take advantage of all opportunities and thus, integration, cross-pollination, innovative thinking these are all facets that make up the human workforce of tomorrow, as automation takes over the mundane and transactional work. Skill sets are shifting to automation and analytics, whereby the focus will be less on siloes expertise than on broadly integrated capabilities (Braga, 2018). The modern-day worker, in other words, needs to be well-versed in automation and analytics and thus able to identify opportunities across his or her own workspace (Mbama and Ezepue, 2018). Automation will become everyone’s responsibility. The ‘Kaizen’ philosophy of the past is effectively being reapplied in an automated, data-driven environment, empowering employees to take ownership of new tools at their disposal, and using digital workers to support humans in delivering more value-add (Cenamor et al, 2019). Chen et al (2019) study highlighted that future success as being dependent on the ability of employees to understand the true nature of the work being done in order to come up with “innovative solutions and insights through digitalization (Mbama and Ezepue, 2018).

2.5.2 Improving skills

Skills are clearly an important factor in the uptake and effective use of ICTs (Cenamor et al, 2019). Evidence suggests that despite increasing diffusion of digital technologies in business, a large proportion of people do not effectively use digital technologies at work or do not have

adequate ICT skills (Briel et al, 2018). On average, only 25% of individuals use simple office software, e.g. word processors and spreadsheets, every day at work and among them, over 40% do not appear to have sufficient ICT skills to use these tools effectively (Henriette et al, 2015). At the national level, if large proportions of the adult population have low proficiency in information processing skills, the introduction and adoption of productivity-improving technologies and work organization may be hampered (Cenamor et al, 2019). That, in turn, could stall improvements in productivity diffusion and living standards. These life-long learning skills will also be essential for navigating the digital transformation and structural changes it will induce (Briel et al, 2018). Ensuring that everyone has the relevant skills is therefore key to enhancing the uptake and use of digital technologies and turning it into innovation, productivity and inclusive growth (Henriette et al, 2015). However, what is becoming increasingly clear is that specialist technical skills are not enough to drive innovation and they need to be coupled with a range of other skills such as entrepreneurship, organizational know-how and design (Cenamor et al, 2019).

At the same time, the take-up and diffusion of innovation needs people as workers and as consumers to have general skill levels that enable them to make the most of the benefits that innovation generates (Nadeem et al, 2018). This requires not only foundation skills such as literacy, numeracy and problem solving in technology-rich environments but also complementary socio-emotional skills such as openness to new experiences, adaptability, resilience, communication and teamwork, and ability to learn new skills (Henriette et al, 2015). These same skills are also important to enable people to adjust to the possible negative impacts of innovation on their jobs and not only cope, but thrive, in a rapidly changing world (Nadeem et al, 2018).

2.5.3 Adequate financing

There is need for adequate financing of the process of digitalization transformation (Nadeem et al, 2018). Digital technologies, and the infrastructures that supports them, are essential for success in today's global economy (Velu, 2017). Despite the critical importance of digital infrastructures, there are a number of challenges facing governments and companies with respect to how to finance them, in part because they are relatively expensive and have a longer-term time

horizon (Vial, 2019). While financing digital infrastructures is attractive to some investors who have a preference for predictable returns in the long-term similar to those found in utility industries (e.g. energy, water) it shares some of the challenges associated with any infrastructure investment, especially those characterized by dynamic technological change (Velu, 2017). At the same time, the current environment of slow global growth and low interest rates for cash deposits, gilts, and bonds may well continue for some time. This, coupled with market volatility, has made investing in infrastructure relatively attractive as a way to reap higher returns (Nadeem et al, 2018).

2.5.4 Reducing firm-level barriers

There are also several barriers at the firm level that affect the access and use of digital technologies (Vial, 2019). The effective use of digital technologies typically requires additional investments in complementary knowledge based capital, in particular in (organisation-specific) skills and know-how, and in organizational change including new business models and processes ((Wulf et al, 2017). Many businesses therefore lack the necessary skills and know-how, and the financial resources to take advantage of digital technologies, and to introduce the changes needed for their productive use in businesses and across society (Mbama and Ezepue, 2018). Finance is a barrier for firms, that may not always have access to the necessary finance to make investments in digital technologies, although new sources of finance, including Internet-based financing, and the buying of Internet-based services (including cloud computing) can help mitigate this problem (Vial, 2019).

2.5.5 Re-evaluating “process” for the digital business

Agility and transparency are the name of the game in digital operations and what this means is that instead of addressing and optimizing separate parts of a process, the objective is to drive a seamless and integrated workflow end-to-end, whereas ‘integration’ delivers a lot of value (Vial, 2019). To do so there is need of reviewing the process as is, to ensure it makes sense and then applying Process Discovery and Process Mining solutions to identify bottlenecks through visual heatmap and finally, automating what can be automated (Wulf et al, 2017). However, the key metric is not just the efficiency of the process but the overall integration of data, process and decision-making. This translates to empowered employees, truthful data, and reliable interactions

and modern-day process management, therefore, needs to be redefined. Traditionally, it was guided by Lean thinking and FTE reductions but the digital interpretation is slightly counterintuitive (Mbama and Ezepeue, 2018). According to Vial (2019), digital is really about the operation of current processes, not targeting an ‘optimised’ version and the danger is that in focusing purely on end-to-end process excellence the approach becomes too rigid. If the firm accepts that a disruptive approach is the right one, it also need to rethink its focus on end-to-end optimization (Cenamor et al, 2019).

2.5.6 Acquiring the appropriate digital technology, the ultimate enabler

While process facilitates digital transformation, culture drives it, and people make it happen – technology is the critical enabler (Mbama and Ezepeue, 2018). In future, optimized human resources and smarter processes will combine with increasingly intelligent and competent technology to create a powerful force for change (Cenamor et al, 2019). The future will be defined by machines (aka software) that can make the right decisions, for example Cognitive technology simulating human decision-making through programmed solutions, and Machine Learning (systems that learn) marking a step beyond cognitive, based on algorithms that are capable of self-learning. As a result, solutions will constantly improve themselves based on the data they are fed (Nadeem et al, 2018). Business leaders need to be tech savvy and take accountability for technology decisions and IT need to act like business owners, while simultaneously building a technical architecture that enables innovation and evolution (Vial, 2019). Business and IT have to partner to address implementation and adoption challenges and as a result, both sides need to have an aptitude and understanding for the other and speak a common language (Cenamor et al, 2019).

2.5.7 Ensure firm dynamics within the economic

Slow overall take-up of digital technologies in an economy can also be affected by a lack of firm dynamics, which can lead to the coexistence of poorly performing firms, with very low levels of digital technology use, and star performers (Mbama and Ezepeue, 2018). This can result from a number of factors, such as barriers to firm exit and skill mismatch (Nadeem et al, 2018). The opportunity cost of such barriers and mismatch can be large as at least in the short-to medium-run, ICT-driven activities draw from a scarce and fixed pool of contestable resources,

particularly skilled labour (Cenamor et al, 2019). Thus, trapping resources in firms that are not able to turn ICTs into growth can hinder the growth prospects of more ICT-based firms (Yeow Soh and Hansen, 2018). Costly delays and slow exit of such poorly performing firms, sometimes supported by government guarantees, and compounded by financial institutions that do not want to realize non-performing loans on their balance sheets, creates a particularly unfavourable environment for effective digital technology use in an economy, and will slow down the impact of ICTs on growth and productivity (Vial, 2019).

2.6 Influence of digital transformation on customer satisfaction

Analysts believe that modern digital technologies offer the opportunity to streamline business functions, please customers, reduce costs and raise sales (Nadeem et al, 2018). Cheng and González-Vallejo (2017) stated that, there is positive relationship between digital transformation and customer satisfaction). Today, customers expect relevant content in relation to what they're doing anytime, anywhere and in the format and on the device of their choosing and it's their journey that dictates firm's strategy to achieve their satisfaction (Vial, 2019). A new customer generation who grew with Internet democratization is more prone to technological developments and consequently, the digital transformation has become an obligation rather than a choice for today's organizations. Furthermore, in order to keep up with this new kind of "always-connected" customer, the business must embrace technology to deliver an unmatched customer experience and subsequent customer satisfaction (Nadeem et al, 2018). Fortunately, putting the customer first is already at the center of many organizations' strategy. According to research by Yeow Soh and Hansen (2018), two-thirds of the CEO's of Global 2,000 companies will shift their focus from traditional, offline strategies to more modern digital strategies to improve the customer experience before by 2023 with 34% of companies believing they'll fully adopt digital transformation within 12 months or less in the 2020 in order to improve customer satisfaction (Mbama and Ezepue, 2018).

According to Cheng and González-Vallejo (2017), meeting customer expectations and attracting the highly talented employees needed to compete in the digital economy requires a new look at implementing a digital strategy. Organization's ability to create a complete digital strategy using a top-down approach is critical to staying relevant in an increasingly digital world and to

enhance customer satisfaction (Schallmo et al, 2018). That means connecting with customers where they feel most comfortable, nurturing relationships through digital channels (Nadeem et al, 2018). Mapping the customer journey has taken on new significance in the digital economy, and the identification of low-performing digital touchpoints is critical to designing and implementing effective solutions. The customer experience plays a crucial role in digital transformation to achieve satisfaction (Mbama and Ezepue, 2018). In today's digital world, the rules of customer engagement are changing and to continue acquiring and retaining customers, organizations need to recognize this and adapt to these new dynamics (Cenamor et al, 2019). Customers are demanding better experiences from the organizations they do business with, and companies must meet or exceed those demands to be successful through digital transformation process (Schallmo et al, 2018). Comcast, the \$84 billion U.S.-based media, entertainment and Communications Company, is a case in point (Vial, 2019). The company had created several new product innovations, including voice-activated controls and a cloud-based video platform for viewing TV programs and movies on multiple devices (Cenamor et al, 2019), but the customer satisfaction needle didn't move as expected and Comcast's leaders realized that its customer experience needed to be as novel and useful as its product innovations (Nadeem et al, 2018).

A study by Cheng and González-Vallejo (2017), found that 40% of respondents named customer satisfaction as their top priority for digital transformation and that each experience a customer has with a brand impacts their perception of the company. And many marketers are optimistic about the potential benefits of new technology for customer experience (Vial, 2019). In the same study, 72% of respondents said they expect the shift to digital to create closer relationships with customers. Companies can begin their digital transformation by following a two-step process to transform the experience they offer their customers (Mbama and Ezepue, 2018). The starting point is to be informed by data, driven by empathy, and focused on real change. Once an organization has a firm view of customer patterns and preferences, and the current state of its CX, it can turn to techniques such as design thinking (Schallmo et al, 2018), and enablers such as artificial intelligence and advanced machine learning, to develop new methods of delivering a CX that offers significant ROI and customer satisfaction (Nadeem et al, 2018).

2.7 Impact of digital transformation on market share

According to Yeow Soh and Hansen (2018) digital transformation and market share are positively linked. Cenamor et al (2019) revealed that Automation has come a long way over the past few years and while the term used to call to mind images of rudimentary CHATBOTS that provided canned responses to basic questions, it can now be used to improve many different parts of the customer experience leading to increased market share. In fact, in one survey by Accenture, 84% of respondents said they preferred interacting with computer-based applications rather than human advisors due to their 24/7 availability (Mbama and Ezepue, 2018). In the same survey, 68% of respondents also said that automated applications were faster to engage, and 64% said they communicated more politely (Vial, 2019). Cheng and González-Vallejo (2017) assert that, even automating simple tasks like follow-up emails and ticket prioritization can reduce the amount of time your team spends on basic processes, and help them serve your customers more efficiently thereby boosting market share. Technological advances over the past decade have already made a significant impact on how businesses interact with customers and today, this digital transformation shows no signs of slowing down. And while some companies are resistant to adopting new technology, those who choose to embrace it has the opportunity to create even better experiences for customers and increased their market share (Nadeem et al, 2018).

According to Schallmo et al (2018), businesses should generate insights about the customer experience across the entire customer lifecycle and from brand awareness, to triggers that launch a buying process, to the decision to make another purchase, organizations should identify both their current strengths and the pain points that might drive a customer to a competitor and digitalization become handy. Businesses need to understand where customers want to engage with them, what needs customers want fulfilled and how they want to engage with the brand. For example, by using data to understand what people do in their cars, automakers are extending their relationship with customers beyond the point of purchase and to improve their market share. By leveraging the Internet of Things (IoT), artificial intelligence (AI) and analytics, automakers are rapidly becoming information companies and this has affected their market positively (Nadeem et al, 2018).

Cheng and González-Vallejo (2017) revealed that AI can strengthen the value of both internal and external data through capabilities such as trend spotting and predicting changes in markets and customer behavior. Companies are using AI to take customer segmentation, personalization, and targeting to entirely new levels of competitive strength, thus increasing marketing share (Vial, 2019). Airlines, for example, use AI to offer dynamic pricing to individual customers as they purchase tickets online and Digital-native Uber applies the same principle. The use of digital platforms aligned as networks that connect supplier, producers, intermediaries and customers also has potential impacts on competition and market share (Vial, 2019). Because of the “Network Effect” marketing strategies and business model platforms become more valuable and perhaps more efficient given a larger network of users (Schallmo et al, 2018). These platform networks rely on vast amounts of data to develop and become efficient. Cheng and González-Vallejo (2017) predict that 47% of the revenue in the Telecom industry will be influenced by digitalization by 2020, compared to the estimate of 24% in 2014 and 29% in 2015. As a result, these companies are willing to invest in digital. Failing to undertake actions regarding digital technology would undermine their competitiveness and market share (Vial, 2019). In addition to Forrester’s study, recent researches from McKinsey Global Institute revealed that, over the past 20 years, the most digitally advanced U.S sectors increased their productivity and improved their market share and profit margins by two to three times the average rate in other sectors (Mbama and Ezepue, 2018). Moreover, the more digitalized companies in the U.S lead in terms of products, services, business model innovation, and market growth, as well as are usually the ones disrupting the sectors (Nadeem et al, 2018).

2.6 Chapter Summary

This chapter has covered the literature review concerning the subject under study. Introduction of the topic, conceptual framework and empirical evidence were discussed in this chapter on the study of the impact digital transformation on corporate performance. The next chapter emphasizes on research methodology.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The main goal of the study was to explore the impact of digital transformation on enhanced corporate performance in the telecommunication industry (A case of TelOne Pvt Ltd). This chapter outlines the methods that were used for the analysis of the data and adopts the following; research design, target population, sampling frame and sample size, data collection methods, and data analysis and presentation methods, validity, reliability and ethical considerations.

3.2 Research Approach

The general orientation to the conduct of this research is quantitative and the study adopted the deductive approach. A deductive approach is concerned with “developing a hypothesis (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis (Babbie, 2010). Deductive means reasoning from the particular to the general. If a causal relationship or link seems to be implied by a particular theory or case example, it might be true in many cases (Bazeley, 2015). A deductive design might test to see if this relationship or link did obtain on more general circumstances and such is the case with current study that examined the nexus between digital transformation and corporate performance in the telecommunication industry. Deductive approach can be explained by the means of hypotheses, which can be derived from the propositions of the theory (Bryman and Bell, 2010). In other words, deductive approach is concerned with deducting conclusions from premises or propositions. It has the advantage of the possibility to explain causal relationships between concepts and variables (Coghlan and Brannick, 2005), like in the case of relationship between digital transformation and corporate performance at TelOne Pvt Ltd and also offers possibility to measure concepts quantitatively (Creswell and Creswell, 2017).

3.3 Research paradigm

The study adopted a positivist paradigm. Positivist paradigm defines a worldview to research, which is grounded in what is known in research methods as the scientific method of investigation (Creswell and Creswell, 2018). Creswell and Poth (2018) postulated that experimentation,

observation and reason based on experience ought to be the basis for understanding human behavior, and therefore, the only legitimate means of extending knowledge and human understanding. It is used to search for cause and effect relationships in nature (Gliem and Gliem, 2013) thus, its relevant to the current study. It is chosen as the preferred worldview for research, which tries to interpret observations in terms of facts or measurable entities (Halinen and Törnroos, 2005). Research located in this paradigm relies on deductive logic, formulation of hypotheses, testing those hypotheses, offering operational definitions and mathematical equations, calculations, extrapolations and expressions, to derive conclusions (Hancock and Algozzine, 2016). The current research aimed to provide explanations and to make predictions based on measurable outcomes in relationship to impact of digital transformation on corporate performance at TelOne Pvt Ltd.

3.4 Research Design

The study used explanatory also known as casual research design. The meaning of causal research is to determine the relationship between a cause and effect (Kerlinger, 2006), thus its application to the current study that sought to examine effect of digital transformation on corporate performance at TelOne Pvt Ltd. A variation in an independent variable is observed, which is assumed to be causing changes in the dependent variable (Mugenda and Mugenda, 2009). Hence a variation of corporate performance at TelOne Pvt Ltd is assumed to be caused by digital transformation. The changes in the independent variable are measured due to the variation taking place in the dependent variable (Polit and Hungler, 2006). It based on the aforementioned narration that the design was appropriate as the study sought to establish impact of digital transformation (independent variable) on enhanced corporate performance (dependent variable) in the telecommunication industry. According to Saunders, Lewis and Thornhill (2019), causality research designs helps researchers understand why the world works the way it does through the process of proving a causal link between variables and eliminating other possibilities.

3.5 Time Horizons

The study adopted a cross sectional time horizon because it was executed over a specific time of 6 months. According to Yin (2017), time horizons are needed for the research design independent of the research methodology used. There are two types of time horizons namely

Longitudinal and Cross-sectional. Longitudinal studies are repeated over an extended period (Bazeley, 2015). Cross sectional studies are limited to a specific time frame (Creswell and Creswell, 2017). This research is also limited to a specific time frame and hence the cross sectional time horizon was used.

3.6 Target Population

According to Hancock and Algozzine (2016), target population is the entire group of people or objects to which the researcher wishes to generalize the study findings. The study targeted all the senior and middle managers for TELONE, thus a total of 85, middle managers (75) drawn from 35 branches and senior managers (10) drawn from the head office in Harare.

3.7 Sampling procedure

The study used simple random sampling to select the participants. Simple random sampling means that every member of the sample was selected from the group of population in such a manner that the probability of being selected for all members in the study group of population was the same. It is free from errors in classification (Polit and Hungler, 2006) and is totally free from bias and prejudice (Sliverman, 2011).

3.7.1 The eligibility criteria

These criteria specify the characteristics that people in the population must possess in order to be included in the study (Yin, 2017). The eligibility criteria in this study were that the participants had to:

- be senior or middle manager at TELONE
- have worked for 5 or more years at TELONE

3.8 Sample size

A sample is a subset of a population selected to participate in the study, it is a fraction of the whole, selected to participate in the research project (Creswell and Creswell, 2017). The study

used a sample of 70 participants. The sample size was determined by Slovin's formula as shown below;

$n = N / (N * (d)^2 + 1)$, with N= Total population; d=1-Degree of confidence, hence;

$$85 / ((85 * (0.05)^2) + 1) = 70$$

3.9 Data collection Methods

The primary tool for data collection in this study was the structured questionnaires. This method was importantly relevant in this study because it goes along with the research design as it is both cost and time effective. The questionnaire consisted of items applying the Likert scale with the responses ranging from strongly agree, agree, not sure, disagree and strongly disagree on a 1,2,3,4,5 rating scale. The Likert scale tested the attitude of the respondents.

3.9.1 Structured questionnaire

Structured questionnaire is a document that consists of a set of standardized questions with a fixed scheme, which specifies the exact wording and order of the questions, for gathering information from respondents (Yin, 2017). Also known as closed questionnaire, they are positivist research method, hence was very appropriate for the use in study. The study also used the structured questionnaires on the basis of the following advantages; closed answers are fixed and rigid and have no scope of confusion (Bryman and Bell, 2010). Upon analyzing these results and applying them on various established theories - statements can be made about the subject groups (Gliem and Gliem, 2013). These results can be extrapolated and later on be used for making important business decisions (Polit and Hungler, 2006). Questions are easy to gauge and ensure that the answers too can be used quantitatively (Creswell and Creswell, 2017).

3.10 Pilot testing

The study pilot tested the questionnaires on 5 employees of TelOne. In general, a pilot precedes and is closely related to a larger study (Sliverman, 2011). A pilot is often viewed synonymously with a “feasibility study intended to guide the planning of a large scale investigation (Bazeley, 2015). A pilot study is often performed to test the feasibility of techniques, methods,

questionnaires and how they function together in a particular context; it can also reveal ethical and practical issues that could hamper the main study (Bell, 2005). Therefore, the pilot study helped the researcher to identify design flaws, to refine data collection and analysis and learned important information about participant burden prior to undertaking the larger study.

3.11 Reliability and Validity

According to Creswell and Poth (2018) validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed in this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. The researcher selected a pilot group of 5 individuals who were not part of the target population to test the validity of the research instruments.

According to Mugenda (2009) reliability refers to the degree to which the research instrument can yield consistent results and data from repeated trials. To achieve the reliability of the instruments, the researcher selected a pilot group of 5 individuals who were not part of the target population to test the reliability of the research instruments in one constituency. The piloted data was input in SPSS and reliability measured using Cronbach's Alpha. Alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales (i.e., rating scale: 1 = poor, 5 = excellent).

3.12 Data Analysis and Presentation

Data analysis entails the division of data into manageable themes or trends directed towards gaining an understanding of the data collected (Creswell and Poth, 2018), it allowed the researcher to establish trends or any other links necessary for the research inquiry. The study applied both descriptive and inferential analysis. Data collected was analyzed using Statistical Package for Social Sciences (SPSS Version 25.0) program and Microsoft Excel for generation of reports. Tables, pie charts and bar graphs were used to present the findings.

3.13 Ethical Considerations

The research obtained permission from University Research Ethic Committee, TELONE and from the participants to carry out the research. The participants were made aware that anonymity and confidentiality will be maintained at all times; informed consent was required to participate, and participants had the right to withdraw from the research at any time. The participants were given consent forms before commencement of research; their rights were explained, and they were asked to sign the document; no financial or any other exchange of rewards took place between the researcher and participant to encourage their willingness to participate. Confidentiality was explained, and they were reassured that the data are kept safe and locked. Any research is obliged to collect data in such a manner that it mitigates the risk for the participants; informed consent, confidentiality and participant protection are important ethical issues (Hancock and Algozzine, 2016).

3.14 Chapter summary

This chapter highlights the quantitative research methodology that was applied in this study. In summary this section covered the research design, target population, sampling techniques and sample size, research instruments, data collection procedure and data analysis. The next chapter is going to cover data analysis, presentation and interpretation.

CHAPTER FOUR: FINDINGS AND ANALYSIS

4.1 Introduction

This chapter presents analyses and discussion of research findings in examining the impact of digital transformation on corporate performance at TelOne Pvt Ltd. The findings are presented and analyzed in relation to the specific objectives of the study. The objectives of the study were:

1. *To identify drivers of digital transformation at TelOne Pvt Ltd*
2. *To examine the influence of digital transformation on customer satisfaction at TelOne Pvt Ltd*
3. *To establish the impact of digital transformation on market share at TelOne Pvt Ltd*
4. *To determine methods of addressing challenges associated with adopt and implementation of digital transformation at TelOne Pvt Ltd.*

As part of the presentation tables, pie charts and bar graphs were used present data analysed by the use of SPSS. Data was analysed using both inferential and descriptive statistics.

4.2 Response rate

Response rate (also known as completion rate or return rate) refers to the number of people who answered the survey divided by the number of people in the sample. It is expressed in the form of percentages (Bazeley, 2015).

Table 4.2: Percentage distribution of responses (n=67).

	Frequency	Rate
Questionnaires administered	70	100%
Questionnaires returned	67	96%

Source: *Primary Data 2021*

In this study, out of 70 questionnaires that were distributed to respondents, 67 were returned, giving a response rate of 96%. This implies that the sample was representative of the actual

population and could therefore be generalized. This response rate was not only good but also representative as it also agrees to Mugenda and Mugenda (2003) provision that a response rate 70% and over is acceptable in a study.

4.3 Demographic Information

The study sought after the demographic data of the respondents which included; gender, age, professional experience and level of education. Demographic information provides data regarding research participants and is necessary for the determination of whether the individuals in a particular study are a representative sample of the target population for generalization purposes. It also helps to determine the accuracy and representatives of information drawn from the sample to the population.

4.3.1 Gender of the respondents

The respondents were requested to indicate their gender. The diagram below shows the response obtained.

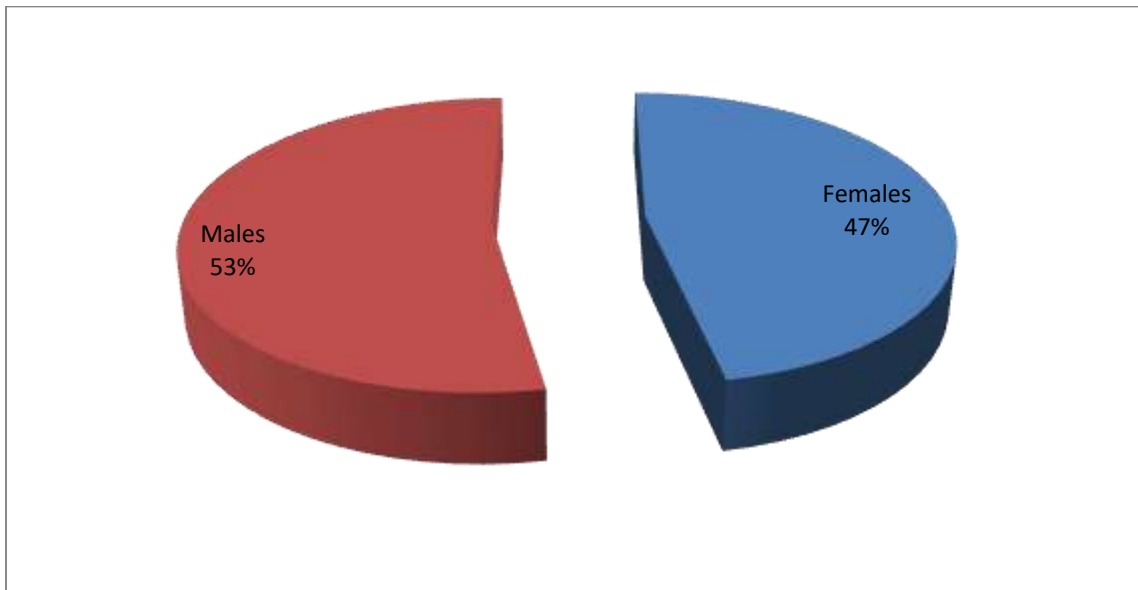


Figure 4.3 Gender of respondents

Source: *Primary Data 2021*

The results from figure 4.3 above indicated that 53% of the respondents were males and the remainders 47 % were females. The gender difference was due to the fact that males dominate the working environments, hence female workers at TelOne were fewer than males.

4.3.2 Age of respondents

The respondents were asked to indicate their age bracket. The responses obtained were as shown below.

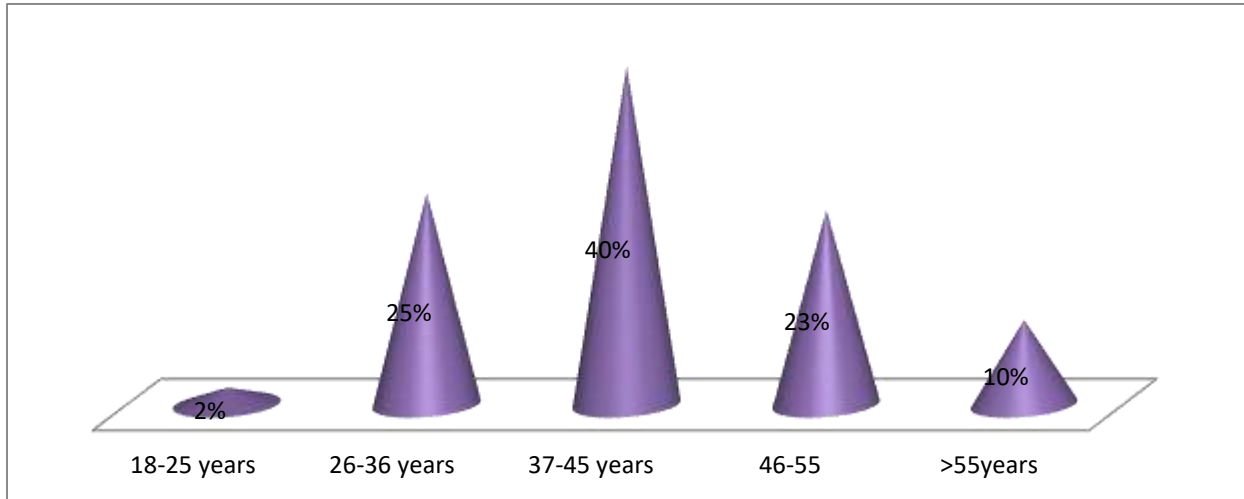


Figure 4.3.2 Age of respondents

Source: *Primary Data 2021*

From the findings shown on figure 4.3.2, 40% of the respondents indicated that their ages ranged from 37 to 45 years, 23% indicated that their ages ranged from 46 to 55 years, 25% indicated between 26 and 36 years, 2% indicated between 18 and 25 years while 10% indicated they were over 55 years of age. From these findings, we can see that the ages ranging from 37 to 45 year had the largest number of the respondents in the study. This shows that the respondents are mature enough to respond to the study questions

4.3.3 Academic qualifications of the respondents

The study requested the respondents to indicate were their highest academic qualifications. The responses received were as shown below.

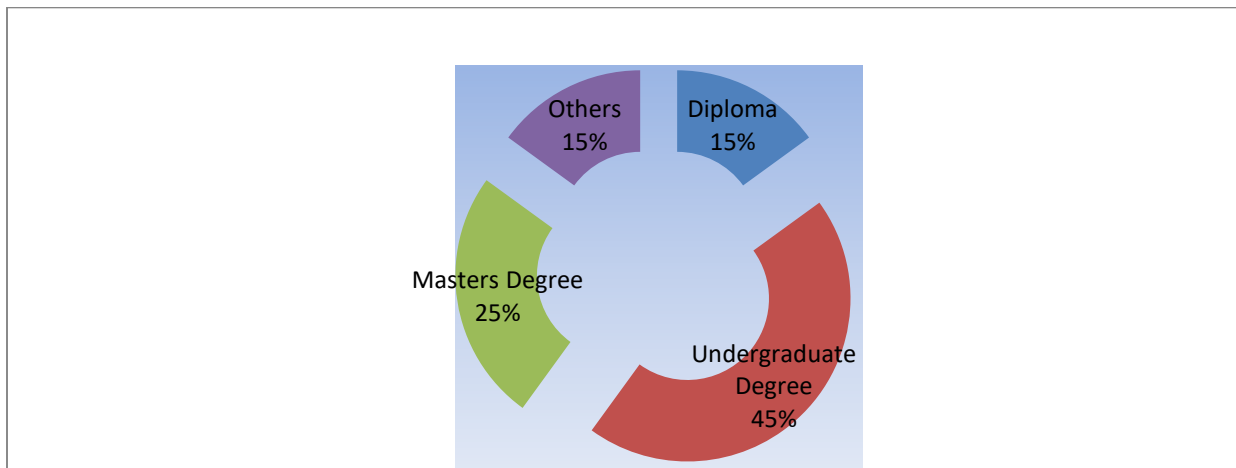


Figure 4.3.3 Academic qualifications

Source: *Primary Data 2021*

The graph presented on figure 4.3 above indicated that the highest level of academic qualifications attained by the majority of the respondents (45%) was an undergraduate degree. The second highest had master's degree which is 25% of the respondents, while 15% were both classified as diploma holders and others. Hence the results implied that majority of the respondents were educated therefore can contribute valid information pertaining to the study.

4.4 Reliability Statistics

Table 4.4 Reliability Statistics

Dimension	Reliability coefficients (Alphas)	Number of items
Drivers	0.82	5
Customer satisfaction	0.88	10
Solutions	0.81	7

Reliability test was carried out to check the consistency of results amongst the respondents using the Cronbach Alpha statistic. As the results are shown in table 4.4 above, the reliability test obtained were 0.82, 0.88 and 0.81 for drivers, customer satisfaction and solutions respectively implying that the study findings/results were reliable.

4.5 Drivers of digital transformation at TelOne Pvt Ltd

Respondents were asked to indicate the extent to which they thought where the drivers of digital transformation at TelOne Pvt Ltd. The computed results are shown on table 4.3 as descriptive statistics.

Table 4.5 Drivers

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Competition	67	4.8813	.08075	.45680
Cloud computing	67	4.8375	.19017	.07576
Customer expectations and need for cost control	67	4.6775	.12650	.01561
Importance of data insights for decision making	67	4.6563	.21350	.20775
Challenges wrought by organizational silos	67	3.9813	.20198	.14256
Valid N (listwise)	67			

From the findings on table 4.3, the respondents revealed that competition (*mean=4.9; SD=0.5*), cloud computing (*mean=4.8; SD=0.1*), customer expectations and need for cost control (*mean=4.7; SD=0.0*) and importance of data insights for decision making (*mean=4.7; SD=0.3*) were to a very great extent some of the drivers of digital transformation at TelOne Pvt Ltd. The

study further indicated that to a great extent challenges wrought by organizational silos is one the drivers shown by mean scores of 4.0 and a standard deviation of 0.1.

4.6 Influence of digital transformation on customer satisfaction at TelOne Pvt Ltd

The study examined the influence of digital transformation on customer satisfaction at TelOne Pvt Ltd using linear regression.

Table 4.6 Model Summary digital transformation and customer satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 ^a	.731	.722	.35053

a. Predictors: (Constant), digital transformation

Regression analysis was conducted to determine the extent to which digital transformation influences customer satisfaction at TelOne Pvt Ltd. The result in table 4.6 above indicated that digital transformation significantly and positively affects customer satisfaction ($r=0.855$). This implies that digital transformation is a significant determinant of customer satisfaction at TelOne. Since r square = 0.731 this showed that digital transformation contributed to 73.1% variance in customer satisfaction at TelOne Pvt Ltd.

Table 4.6.1 ANOVA of digital transformation and customer satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.033	1	10.033	81.650	.000 ^b
	Residual	3.686	65	.123		
	Total	13.719	66			

a. Dependent Variable: **customer satisfaction**

b. Predictors: (Constant), digital transformation

From the ANOVA statistics in table 4.6.1, the probability value of 0.0 which is less than 0.05 indicates that the regression relationship was highly significant in predicting how digital

transformation influenced customer satisfaction at TelOne Pvt Ltd. That is, there is a significant relationship between digital transformation and customer satisfaction.

Table 4.6.2 Beta Coefficients of digital transformation and customer satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.994	.168		5.910	.000
1 digital transformation	.579	.064	.855	9.036	.000

a. Dependent Variable: customer satisfaction

Considering the beta coefficients, the model showed that, holding all other independent variables constant, every unit change on digital transformation shall increase the customer satisfaction by 0.855 and also t-value (9.036) was significant ($p=0.0<0.05$), so there was a positive relationship between digital transformation and customer satisfaction at TelOne Pvt Ltd.

4.7 Impact of digital transformation on market share at TelOne Pvt Ltd

The study scrutinized the impact of digital transformation on market share at TelOne Pvt Ltd.

Table 4.7.1 Model summary of digital transformation and market share

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 ^a	.802	.796	.50672

a. Predictors: (Constant), digital transformation

The linear regression analysis results in table 4.7.1 indicated a co-efficient of determination (R) value of 0.896. This implies that there was a very strong relationship between the independent variables (digital transformation) and the dependent variable (market share). The significance value of $p=0.0<0.05$ indicated that the relationship between independent variables and the

dependent variable was positive and statistically significant. Value of R Square was 0.802 showed that 80.2 % variation in market share was due to digital transformation.

Table 4.7.2 ANOVA of digital transformation and market share

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.266	1	31.266	121.769	.000 ^b
	Residual	7.703	65	.257		
	Total	38.969	66			

a. Dependent Variable: market share

b. Predictors: (Constant), digital transformation

The computed F-statistic of 121.769 ($p=0.0<0.05$) indicated that the model was highly significant, thus the model was statistically significance in predicting how digital transformation influences the market share at TelOne Pvt Ltd.

Table 4.7.3 Beta Coefficients of digital transformation and market share

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.462	.243		1.902	.067
	digital transformation	1.023	.093	.896	11.035	.000

a. Dependent Variable: market share

The beta coefficients indicated that holding all other independent variables constant, every unit change on digital transformation shall increase the market share by 0.896 and also t-value (11.035) was significant ($p=0.0<0.05$), so there was a positive relationship between digital transformation and market share at TelOne Pvt Ltd.

4.8 Methods of addressing challenges associated with adopt and implementation of digital transformation at TelOne Pvt Ltd

The study probed on the methods of addressing challenges associated with adopt and implementation of digital transformation at TelOne Pvt Ltd and the results are presented in descriptive statistics as shown on table 4.8.

Table 4.8 Challenges

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
Adequate financing	67	4.8813	.08075	.45680
Acquiring the appropriate digital technology	67	4.6375	.19017	.07576
Improving skills	67	4.5125	.21738	.22967
Changing the people and culture, developing the future-fit workforce	67	3.6563	.21350	.20775
Reducing firm-level barriers	67	3.6250	.20941	.18458
Re-evaluating “process” for the digital business	67	3.5625	.13424	.75935
Ensure firm dynamics within the economic	67	3.4813	.20198	.14256
Valid N (listwise)	67			

From the results in table 4.10 the respondents indicated that to a very great extent adequate financing ($mean=4.8$; $SD=0.5$), acquiring the appropriate digital technology ($mean=4.6$; $SD=0.1$) and improving skills ($mean=4.5$; $SD=0.2$) were some of the methods of addressing challenges associated with adopt and implementation of digital transformation at TelOne Pvt Ltd. The study further identified to a great extent changing the people and culture, developing

the future-fit workforce ($mean=3.7$; $SD=0.2$), reducing firm-level barriers ($mean=3.6$; $SD=0.2$), re-evaluating “process” for the digital business ($mean=3.6$; $SD=0.8$) and ensuring firm dynamics within the economic ($mean=3.5$; $SD=0.1$) as solutions to challenges associated with adopt and implementation of digital transformation.

4.9 Discussion of results

4.9.1 Drivers of digital transformation at TelOne Pvt Ltd

The study findings revealed that competition, cloud computing, customer expectations and need for cost control and importance of data insights for decision making were to a very great extent some of the drivers of digital transformation at TelOne Pvt Ltd. The current study findings collaborated with several empirical studies (Schallmo and Williams, 2018; Nambisan, 2017; Velu, 2017). Digital transformation is essential for businesses to stay competitive (Cheng and González-Vallejo, 2018). In a bid to ward off competition from companies like ZOL and Dandemutande that had digitally positioned themselves to gain competitive advantage in these trying times TelOne Pvt Ltd has also embrace digital transformation approaches although at a snail pace. Regarding the issue of cloud computing, customer expectations and need for cost control as drivers, the current study findings supported the findings by Schallmo and Rusnjak, (2017) that concluded that 63% of customers will abandon a brand altogether after one bad experience and thus in the e-commerce realm, image speaks even louder than words. Investing in new technologies and a new digital business model can help a brand assure its client base that it’s paying attention to their needs. Companies need data insights to make business decisions about their supply chain, their customer service, etc. The right business decisions can lead them further away from their tumultuous past, hence the use of digitization as importance of data insights for decision making at TelOne Pvt Ltd.

4.9.2 Influence of digital transformation on customer satisfaction at TelOne Pvt Ltd

The study findings indicated that there was a positive and statistically significant relationship between digital transformation and customer satisfaction ($p=0.00<0.05$) at TelOne Pvt Ltd. The current study findings are in sync with Holotiuk and Beimborn (2017) who conclude that digital transformation has a positive impact on customer satisfaction as digital transformation offers

plenty opportunities, with organizations using it to improve their customer services, optimize their internal operations and innovate their way to a sustainable future. The current study results echoed Mbama and Ezepue (2018) position that use of valuable digital tools for mapping the customer experience and journey, service blueprinting, and using collaborative and iterative design processes such as agile to develop innovative and differentiating customer experience can enhance customer satisfaction. The research findings concurred with Chen et al (2019) who found a positive and statistically significance between digital transformations on customer satisfaction in United Kingdom after investigation of the telecommunication sector.

4.9.3 Impact of digital transformation on market share at TelOne Pvt Ltd

The study findings indicated that there was a positive and statistically significant relationship between digital transformation and market share ($p=0.00<0.05$) at TelOne Pvt Ltd. The results of the study collaborated also with findings of Rogers (2016) that confirms that there is a statistically-significant relationship between digital transformation and market share. The current study results are in sync with the study of Holotiuk and Beimborn (2017), that concluded based on ANOVA tests and linear regression results, that digital transformation has a significant positive relationship with a p-value of 0.000 on market share based on results of 594 firms in telecommunication sector in Slovenia. The current study results confirmed Nadeem et al (2018) postulation that telecommunication operators are looking to use disruptive web-scale technologies to build a more agile model of software that can be used to improve customer service, reduce resource utilization and thus enhancing market share. TelOne Pvt Ltd is trying helpful online resources, automating specific tasks, and even collecting data in ways that is helping a more effectively way to serve each of its customers with the aim of increasing its market share. Cloud solutions such as used at TelOne Pvt Ltd provide an agile and flexible environment to fulfill customer demands swiftly thus increasing its market share. Not only this, the consumer receives automated notifications of the latest features so that they are never behind their game and digital transformation at TelOne Pvt Ltd offers opportunities to connect with modern customers and provide them services and experience that exceed their expectations.

4.9.4 Methods of addressing challenges associated with adopt and implementation of digital transformation at TelOne Pvt Ltd

The study results indicated that to a very great extent adequate financing, acquiring the appropriate digital technology and improving skills were some of the methods of addressing challenges associated with adopt and implementation of digital transformation at TelOne Pvt Ltd. The study further identified to a great extent changing the people and culture, developing the future-fit, reducing firm-level barriers, re-evaluating “process” for the digital business and ensuring firm dynamics within the economic as solutions to challenges associated with adopt and implementation of digital transformation. The current study outcomes are in sync with studies by Chen et al (2019), Cheng and González-Vallejo (2017 and Rogers (2016). The current study results are in line with Braga (2018) who averred that clear targets, management buy-in, and targeting easy wins early are just some of the key aspects of a successful digital transformation. TelOne Pvt Ltd should also look to rapidly up-skill the digital expertise of their workers, and deploy agile ways of working. Senior management buy-in is vital to major organizational changes. It is key from a budget and decision-making perspective and from a change championship perspective. Executive buy-in will enable firms to make decisions quickly and gain buy-in for those decisions across the organization as a whole. If the leadership team take a proactive role in a digital transformation, they can also manage expectations about the transformation and share the organization’s priorities as a first step.

4.10 Chapter Summary

The overall results revealed that digital transformation has an influence on customer satisfaction at TelOne Pvt Ltd. The next chapter is going to cover conclusion and recommendation to the study.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1 Introduction

The study aimed examining the impact of digital transformation on corporate performance at TelOne Pvt. This chapter gives conclusions and recommendations on the researcher topic based on a critical analysis of the research findings. The deductions and recommendations illustrated were focused on addressing the aim of the study. The study further highlighted areas for further studies.

5.2 Summary of the study

The research examined the impact of digital transformation on corporate performance at TelOne Pvt. The research objectives of the study were; to identify drivers of digital transformation at TelOne Pvt Ltd, to examine the influence of digital transformation on customer satisfaction at TelOne Pvt Ltd, to establish the impact of digital transformation on market share at TelOne Pvt Ltd and to determine methods of addressing challenges associated with adopting and implementation of digital transformation at TelOne Pvt Ltd. The study used explanatory research design. Data collection was done through use of structured questionnaires; a sample size of 70 respondents was used obtained simple random sampling. Data was analyzed using descriptive and inferential statistics.

5.3 Summary of findings

The study findings revealed that competition, cloud computing, customer expectations and need for cost control and importance of data insights for decision making were to a very great extent some of the drivers of digital transformation at TelOne Pvt Ltd.

The study findings indicated that there was a positive and statistically significant relationship between digital transformation and customer satisfaction ($p=0.00<0.05$) at TelOne Pvt Ltd.

The study findings indicated that there was a positive and statistically significant relationship between digital transformation and market share ($p=0.00<0.05$) at TelOne Pvt Ltd.

The study results indicated that to a very great extent adequate financing, acquiring the appropriate digital technology and improving skills were some of the methods of addressing challenges associated with adoption and implementation of digital transformation at TelOne Pvt Ltd. The study further identified to a great extent changing the people and culture, developing the future-fit, reducing firm-level barriers, re-evaluating “process” for the digital business and ensuring firm dynamics within the economic as solutions to challenges associated with adopt and implementation of digital transformation.

5.5 Conclusions

The study concluded that digital transformation has a positive and significant influence on customer satisfaction at TelOne Pvt Ltd. Digital technology technologies and business practices are expected to radically transform the competitive landscape and society. Central to changing business practices is how digital technologies are transforming the practice of business in the telecom sector which in turn is transforming the nature of markets globally. The confluence of technology evolution leading to developments of AI/Data analytics, blockchain, the Internet of things (IoT), mobile technology, automation and robotics is fundamentally changing marketing practices regarding value creation, value delivery and value capture leading to the development of new business models and changes in consumer and broader impact on corporate performance. While disruptions caused by digital technologies have led to positive business changes and new opportunities, major issues have emerged as firms struggle with how to ignite digital transformation within their organization. Challenges may also arise due to the complexity associated with the convergence of digital business models with traditional business models as well as embedding digital technologies into non-digital products and services. While IT capability plays a critical role in influencing digital transformation, other factors, such as financial resources, may affect how such firms use and apply digital technologies. While the potential for digital transformation to benefit industry and society is tremendous, it is by no means guaranteed that the full value of digitization will be unlocked. For the telecom industry, the impact of digital transformation has already been significant. Digital transformation success implies increasing the organization’s competitive advantage, enhancing business performance, improving productivity, and achieving business growth.

5.5 Recommendations

In the view of the study findings and conclusion reached, the study recommends the following that;

1. Given that digital transformation has a positive relationship with customer satisfaction and market share at TelOne, managers should undertake digital strategy immediately and seriously. The development and use of digital technologies, redesign of the business model and adjustment of the organizational framework need to be fundamentally changed to achieve digital strategy through continuous iteration and development. Undertaking effective digital strategy will allow TelOne to disrupt and dominate its market and environment it operates in.
2. TelOne management should build a corporate culture which encourages innovations, allows strong embracement of digital transformation. Digital led organization. Management should drive for a strong and consistent digital culture across the entire organization.
3. TelOne managers must realize that digital technologies have disruptive business competition potential, and this can drive organizations to adopt digital transformation. Since one of the main barriers to this is a lack of digital capabilities, this study suggests that the managers at TelOne must increase their digital knowledge and skill. Having technological knowledge and skills will increase manager's awareness of market competition changes and increase their ability to develop clear digital transformation objectives.

5.6 Areas of further study

Future research of the same study can be done in other organizations in the telecom sector in Zimbabwe and compare the results with this research.

This study reveals that IT capability is a driving force behind establishing digital transformation. However, while the direct impact of IT capability on firm performance may be increasing further

exploration is needed to examine how IT capability may contribute indirectly by influencing other resources, capabilities, and core competencies within organizations.

Future studies can dig deeper with an in-depth process model to examine the longitudinal path of digital transformation in the telecom sector using both quantitative and qualitative methods.

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APPENDICES

My name is Takunda Benson Redzo; I am a postgraduate student at University of Zimbabwe Registration Number R1811349 pursuing a Master's degree in Business Administration. I am required to carry out a research project in partial fulfilment of the requirements for the degree. As such the student is carrying out a research on ***“Impact of digital transformation on enhanced corporate performance at TelOne Pvt Ltd”***. The researcher is kindly asking for your assistance as respondents to the research understudy by filling in the questionnaire. The responses you will provide will be treated with utmost confidentiality and will be used solely for academic purposes. Your co-operation will be greatly appreciated.

INSTRUCTIONS:

- Please answer all the questions honestly.
- Please kindly indicate your answers by ticking where appropriate in the boxes and writing in the spaces provided.
- Your name or identity is not required.

SECTION A: GENERAL INFORMATION

1.1. Gender

Male Female

1.2. Age

18-25 26- 36 37 – 45 46-55 >55

1.3 Academic Qualifications

Undergraduate Degree Master's Degree Diploma
Others

Drivers of digital transformation at TelOne Pvt Ltd

SECTION B: DRIVERS OF DIGITAL TRANSFORMATION AT TELONE PVT LTD

Indicate the extent to which you agree or disagree about the statements on drivers of digital transformation at TelOne Pvt Ltd

no extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5

	1	2	3	4	5
Customer expectations and need for cost control					
Importance of data insights for decision making					
Challenges wrought by organizational silos					
Competition					
Cloud computing					

SECTION C: INFLUENCE OF DIGITAL TRANSFORMATION ON CUSTOMER SATISFACTION AT TELONE PVT LTD

Indicate the extent to which you agree or disagree about the statements on the influence of digital transformation on customer satisfaction at TelOne Pvt Ltd

no extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5

	1	2	3	4	5
Customers are satisfied with the services delivered					
The personnel of TelOne are sincere, helpful and kind					
The personnel of TelOne have enough experience and information					
TelOne service is very reliable					
The company`s employees give customers individual attention					
In critical cases, the company is capable of overcoming the state in the best manner					
The personnel of TelOne use an easy-to-understand language while giving service					
TelOne contacts customers and informs them about new campaigns and product					
What makes TelOne different from its rivals is that it can make good relationships with its customers					
The personnel of TelOne understand my demands quickly and fulfill them immediately					

SECTION C: METHODS OF ADDRESSING CHALLENGES ASSOCIATED WITH ADOPTION AND IMPLEMENTATION OF DIGITAL TRANSFORMATION AT TELONE PVT LTD

Indicate the extent to which you agree or disagree about the statements on methods of addressing challenges associated with adopt and implementation of digital transformation at TelOne Pvt Ltd

no extent=1; little extent =2; uncertain =3; great extent =4; very great extent= 5

	1	2	3	4	5
Changing the people and culture, developing the future-fit workforce					
Reducing firm-level barriers					
Re-evaluating “process” for the digital business					
Ensure firm dynamics within the economic					
Adequate financing					
Acquiring the appropriate digital technology					
Improving skills					

The End

Thank you